United Nations E/ICEF/Organization/Rev.3

# Economic and Social Council

Distr.: General
24 April 1998

Original: English

**United Nations Children's Fund**
Executive Board
Annual session 1998
1-5 June 1998
Item 8 of the provisional agenda*

*For information*

## The organization of the United Nations Children's Fund

*Summary*

At the second regular Executive Board session in March 1997, the secretariat informed that, in the context of the implementation of management excellence in UNICEF and upon approval of the 1998-1999 biennial support budget, this update of the organization of UNICEF would be prepared for the present Board session (E/ICEF/1997/CRP.9, para. 5).

* E/ICEF/1998/7.

98-11365 (E) 090598 280598

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Abbreviations

| | |
|---|---|
| APCs | Appointment and Placement Committees |
| CPMPs | country programme management plans |
| CPRs | country programme recommendations |
| DFAM | Division of Financial and Administrative Management |
| DHR | Division of Human Resources |
| DOC | Division of Communication |
| EMOPS | Office of Emergency Programmes |
| EPP | Evaluation, Policy and Planning (Division) |
| GMT | Global Management Team |
| GSA | Global Staff Association |
| ICDC | International Child Development Centre |
| IT | Information Technology (Division) |
| MEP | Management Excellence Programme |
| MPOs | master plans of operation |
| MTRs | mid-term reviews |
| NGOs | non-governmental organizations |
| NYMT | New York Management Team |
| NYSA | New York Staff Association |
| OED | Office of the Executive Director |
| OIA | Office of Internal Audit |
| OSEB | Office of the Secretary of the Executive Board |
| PFO | Programme Funding Office |
| PKN | Programme Knowledge Network |
| PSD | Private Sector Division |
| RMTs | regional management teams |
| UNAERO | Office of United Nations Affairs and External Relations |

# I. Introduction

1. The present document is an update of the "Organization of the secretariat of UNICEF" (E/ICEF/Organization/Rev.2). It reflects adjustments made to the organization of UNICEF as a result of the Management Excellence Programme (MEP) and contains an organigram of UNICEF, as well as a description of reporting lines, functions and accountabilities of country, regional and headquarters offices. As UNICEF has always been a decentralized, field-based organization, actions taken to strengthen the organizational structure did not involve the creation of new types of offices. Rather, changes focused on ensuring that existing structures worked together to best support and strengthen country programmes and the effective delivery of the UNICEF mission.

2. The following principles served as the basis for the redefinition of functions and accountabilities at country, regional and headquarters locations:

(a) Ensuring the primacy of the country programme;

(b) Transferring decision-making authority and accountability from headquarters closer to the point of programme implementation;

(c) Reorienting the roles of headquarters and regional offices based on an assessment of functions that add value and do not duplicate the front-line work of country offices;

(d) Managing information as a strategic asset;

(e) Management by office- and project-specific multidisciplinary teams.

3. The role of UNICEF representatives was reaffirmed as one of leading, implementing and monitoring the progress of country programmes, together with Governments, United Nations agencies and other partners. Key programmatic, budgetary, support and oversight functions were transferred from headquarters to regions. Regional offices were reorganized and regional management teams (RMTs) established to support the new accountabilities. The Regional Office for Europe in Geneva was restructured to serve as the focal point for managing relations with National Committees for UNICEF. Headquarters was reorganized to focus on strategic, policy, advocacy and oversight functions. The figure presents the current organization of UNICEF.

# II. Overview

4. UNICEF, as a subsidiary body of the General Assembly, reporting through the Economic and Social Council, is an integral part of the United Nations. It maintains its own staff and facilities, which are financed by its own resources received on the basis of voluntary contributions from Governments, intergovernmental agencies, non-governmental organizations (NGOs) and individuals. The work of UNICEF is reviewed annually by the Council, as well as by the General Assembly, in accordance with its resolution 48/162 of 20 December 1993. The UNICEF financial report and accounts and the report of the Board of Auditors are submitted to the General Assembly and reviewed by the Advisory Committee on Administrative and Budgetary Questions and the Fifth Committee of the Assembly.

5. UNICEF is governed by a 36-member Executive Board, members of which are elected each year by the Economic and Social Council from States Members of the United Nations or of the specialized agencies, or of the International Atomic Energy Agency, with due regard to equitable geographical representation and other relevant factors, with a view to ensuring the most effective and broadest participation. To ensure continuity of experience, in any given year a limited number of new Board members are elected. Usually, members of the Board are elected for three-year terms. Beginning in 1995, however, the Western European and Others group of States established a rotation schedule for its members until 2006, under which some of its members do not serve a full three-year term.

6. Under General Assembly resolution 48/162, the Executive Board is responsible for providing intergovernmental support to and supervision of UNICEF activities in accordance with the overall policy guidance of the Assembly and the Council. The Executive Board is also responsible for ensuring that UNICEF activities are responsive to the needs and priorities of recipient countries. The Executive Board is subject to the authority of the Economic and Social Council and has the following functions:

(a) To implement the policies formulated by the Assembly and the coordination and guidance received from the Council;

(b) To receive information from and give guidance to the Executive Director on the work of UNICEF;

(c) To ensure that the activities and operational strategies of UNICEF are consistent with the overall policy guidance set forth by the Assembly and the Council, in accordance with its respective responsibility as set out in the Charter;

(d) To monitor the performance of UNICEF;

(e) To approve programmes, including country programmes, as appropriate;

(f) To approve administrative and financial plans and budgets;

(g) To recommend new initiatives to the Council, and through the Council, to the Assembly as necessary;

(h) To encourage and examine new programme initiatives;

(i) To submit annual reports to the Council at its substantive session, which could include recommendations, where appropriate, for improvement of field-level coordination.

7. The Executive Director is appointed by the Secretary-General of the United Nations in consultation with the Executive Board. Under policies established by the Executive Board, the Executive Director is responsible for the administration of UNICEF as well as for the appointment and direction of UNICEF staff. UNICEF staff are United Nations officials subject to the United Nations Staff Regulations administered by the Executive Director. The Executive Director is authorized to receive and administer the financial resources of UNICEF in accordance with the General Assembly resolutions establishing the legislative base for UNICEF as well as with its own Financial Regulations and Rules.

# III. Field offices

## A. Country and area offices

8. UNICEF country and area offices support the planning, implementation and monitoring of country programmes in collaboration with national Governments. The designation "area" office refers to an office serving more than one country. Country/area offices are headed by a UNICEF representative who is an accredited UNICEF official in a given country, appointed by the Executive Director and responsible to the regional director for all UNICEF activities undertaken in the country(ies) concerned. In some cases, sub-offices have been established either at (a) subnational administrative levels within the same country where there is a UNICEF country office; or (b) where UNICEF programme inputs are significant enough to require a full-time presence, but are not of sufficient size to warrant a full-scale country office. Heads of sub-offices report to the UNICEF representative in the country or area office.

9. The strong field presence of UNICEF and its decentralized country programme process are central to the delivery of responsive and effective programmes for children. The country programming process includes stages of analysis, programme strategy formulation, programme design, preparation of country notes, country programme recommendations (CPRs) and budgets, master plans of operation (MPOs) and country programme management plans (CPMPs). The outcome is a country programme of cooperation based on the situation analysis of children and women, lessons learned from past experience of programme performance, national plans and priorities, and overall organizational priorities. The Executive Board approves the CPR and implementation begins with the signing of the MPO as the formal agreement between UNICEF and the Government.

10. The UNICEF representative is accountable for the success of the UNICEF programme of cooperation at the country level and the effective management of the UNICEF office's operations and resources. In carrying out the accountabilities listed below, the UNICEF representative leads the country office management team and can call on the support of the RMT. The country management team serves to advise the representative on policies, strategies and human and financial resource allocations, monitoring of programme implementation and performance, evaluation of programme results and lessons learned. The UNICEF representative participates in the RMT, which is headed by the regional director.

11. The key accountabilities of the UNICEF representative are:

(a) Leadership and representation:

(i) To represent UNICEF within the country(ies) and build programme partnerships to help facilitate the mission of UNICEF;

(ii) To advocate as part of the overall programming strategy to improve policies and programmes for children and women through relationships with host government officials, United Nations and bilateral agencies, international financial institutions, media, civil society, etc.;

(iii) To monitor and influence the profile of children's issues within the country(ies), public policy and resource allocations in support of a "first call for children", implementation of the Convention on the Rights of the Child and the 20/20 initiative;

(iv) To direct press relations, fund-raising and special events with donor Governments and their local representatives;

(v) To lead the country office, fostering good staff relations and developing a spirit of cooperation and teamwork;

(b) Country programme process (planning and implementation):

(i) To assist the Government in the planning, implementation, monitoring and evaluation of the country programme;

(ii) Upon the Executive Board's approval of the CPR, to sign the MPO on behalf of UNICEF and manage and direct UNICEF assistance during programme implementation;

(iii) In cooperation with the host Government and counterparts, to ensure the quality of all aspects of the country programme process, including the updating of the situation analysis; the formulation of programme strategies; programme development; and the preparation of the country note, the CPR, the integrated budget, the MPO and the CPMP;

(iv) To lead and direct UNICEF collaboration with the United Nations resident coordinator system and the United Nations country team, including the introduction of mechanisms for improved United Nations collaboration, i.e., the United Nations Development Assistance Framework, the Joint and Co-sponsored United Nations Programme on HIV/AIDS, etc.;

(c) Performance monitoring:

(i) To monitor the implementation, effectiveness and relevance of the UNICEF country programme, in cooperation with national partners, with a view to improving country programme performance;

(ii) To ensure that country programme objectives are achieved;

(iii) To assess, evaluate and report on programme results;

(iv) To prepare and implement the integrated monitoring and evaluation plan, including annual programme reviews, mid-term reviews (MTRs), programme evaluations and end-of-cycle programme reviews together with government partners; and to ensure quality and the appropriate use of evaluation findings and lessons learned;

(d) Administration:

(i) To direct and manage effectively and efficiently the administrative, human resources, finance and training functions within the country office in accordance with all applicable rules, regulations and policies;

(ii) To ensure the correct application of organizational policies and procedures;

(iii) To develop, implement and monitor the CPMP and annual work plans;

(iv) To ensure effective contribution management and timely donor reporting;

(v) To provide advice to the Appointment and Placement Committees (APCs) and the Division of Human Resources (DHR) on proposed movements of international staff into and out of the countries for which the representative is responsible;

(vi) To ensure implementation of agreed audit recommendations;

(vii) To alert the regional director, the Comptroller and the Office of Internal Audit (OIA) of suspected wrong-doing; and, where necessary, to assist in investigations authorized by OIA, and implement corrective and disciplinary action as required.

## B. Regional offices

12. UNICEF has seven regional offices supporting area or country offices within the following geographic regions: Eastern and Southern Africa; West and Central Africa; the Americas and the Caribbean; East Asia and the Pacific; South Asia; the Middle East and North Africa; and Central and Eastern Europe, the Commonwealth of Independent States and the Baltic States. In addition, UNICEF has one regional office serving as focal point for relations with National Committees for Europe (the Regional Office for Europe).

13. The regional office serves as a mechanism for guidance, support, oversight and coordination of country offices within the region. It provides trends analysis of commonalities and diversities, flexibly managing resources within the region to support individual countries. The regional office is the key facilitator of a process of peer review and exchange among UNICEF offices within each region so that decisions at country and regional levels are informed by the rich experiences and draw on the capabilities of UNICEF staff and partners.

14. UNICEF regional directors are appointed by and are responsible to the Executive Director. The regional director advises and assists the Executive Director and the Deputy Executive Directors on matters relating to global policy formulation and implementation under the broad policy guidelines laid down by the Executive Board; represents the Executive Director vis-à-vis institutions of a regional character within and outside the United Nations system; and provides guidance to and coordinates the work of UNICEF representatives in the region.

15. In carrying out the accountabilities listed below, the regional director leads and directs the RMT. The RMT serves to advise on policies, strategies and human and financial resource allocations, monitoring implementation and evaluation of regional results and lessons learned. Regional directors are members of the Global Management Team (GMT), which is headed by the Executive Director.

16. The key accountabilities of regional directors are:

(a) Leadership and representation:

(i) To communicate and advocate on behalf of children at the regional level and create new opportunities to improve the situation of children and women through relationships and networks with regional partners;

(ii) To represent UNICEF in the region, and establish and maintain relationships with regional partners, including NGOs, intergovernmental organizations, international financial institutions, media, United Nations human rights mechanisms, NGOs and civil society;

(iii) To monitor and influence the overall profile of children's issues within the region, regional legislation, public policy and resource allocations in support of a "first call for children" and the 20/20 initiative;

(iv) To ensure the proper functioning of the RMT and its committees;

(b) Strategic planning/policy development:

(i) To define and prioritize regional strategies and plans in functional areas, including strategies for emergency situations, in the light of organizational global policies, priorities and strategies;

(ii) To monitor and ensure achievement of programme objectives within the region;

(iii) To develop and implement regional communication, information and advocacy strategies;

(iv) To contribute to the organization's knowledge base and global strategic planning based on an analysis of regional data and experience, prepare regional advocacy materials, and facilitate the exchange of information and experience within the region;

(v) To provide timely and relevant contributions to global policy development based on regional experience and interpret global policies in the regional context;

(c) Country programme support:

(i) To formulate regional work plans to support country offices in the preparation of new country programmes, and monitor programme and management performance and the effective and efficient use of resources;

(ii) To ensure the availability of technical staff within the region for consultation and support to country offices as required;

(iii) To ensure appropriate guidance to country/emergency programme preparation;

(iv) To clear country notes and CPRs for submission to the Executive Board;

(v) To assess regional resource requirements and funding opportunities; develop regional fund-raising strategies, in collaboration with the RMT; and identify and maximize opportunities for fund-raising in the region, including negotiations with the private sector;

(vi) To endorse UNICEF representatives' proposals for supplementary funding levels in consultation with the Programme Funding Office (PFO) and Programme Division;

(vii) To coordinate the regional budget review process; clear country office budgets and reporting structures based on a review of CPMPs; and approve changes in annual country programme budgets in accordance with all applicable rules, regulations and policies;

(d) Performance monitoring:

(i) To monitor the progress, effectiveness and relevance of UNICEF country programmes within the region with a view to improving country programme performance;

(ii) To assess, evaluate and report on programme results within the region;

(iii) To monitor country offices' use of resources and management performance, and identify best practices and areas in need of improvement;

(iv) To coordinate the review of MTRs and major evaluation exercises in the region; monitor the use of evaluation results to strengthen country programmes; and, in cooperation with Programme Division and the Evaluation, Policy and Planning (EPP) Division, report to the Executive Board on results;

(v) To monitor adherence to organizational policies and procedures within the region;

(vi) To support country offices in implementing agreed audit recommendations, monitor corrective actions taken, provide recommendations on audit priorities for the region and participate in selected country audits as agreed with OIA;

(vii) To alert the Executive Director, the Comptroller and OIA of possible wrong-doing in county and regional offices; and, where necessary, support investigations in the region and implement corrective and disciplinary action as required;

(viii) To monitor effective human resources management within the region; facilitate the short-term deployment of staff to meet needs and assist in the redeployment of staff in emergency situations; approve regional training plans; and prevent and/or resolve grievances;

(ix) To monitor cost-effective procurement operations to meet programme objectives and ensure the appropriate preparation of bid administration and contracting for local procurement;

(e) Administration:

(i) To direct the regional office and its staff and, in addition, to provide guidance to and serve as the first reporting officer for the performance evaluation of UNICEF representatives in the region;

(ii) To prepare and implement annual regional and regional office work plans in line with organizational strategic priorities, available resources and office management plans; ensure achievement of work plan objectives; monitor progress; and report on results;

(iii) To direct and manage effectively and efficiently the administrative, human resources, finance and training functions within the regional office in accordance with all applicable rules, regulations and policies.

17. The Regional Office for Europe, located in Geneva, serves as the focal point for managing relations between National Committees for UNICEF and the Fund. Accountabilities specific to the Regional Director for Europe are to:

(a) Represent UNICEF in the region; and establish and maintain relationships with regional partners, including intergovernmental organizations, international financial institutions, media, NGOs and civil society;

(b) Manage the relationship between National Committees and UNICEF;

(c) Monitor and influence the overall profile of children's issues within the region; and promote the appropriate allocation of resources in support of a "first call for children", in both domestic budgets and official development assistance;

(d) Advise and manage the National Committees' planning process; and provide information and guidance on UNICEF policies, advocacy, communication and programme issues;

(e) In collaboration with the Private Sector Division (PSD), develop and support the implementation of National Committees' resource mobilization strategies with agreed objectives and performance indicators;

(f) Develop and support the implementation of a National Committees' communication, information and advocacy strategy as an instrument to optimize the mobilization of resources;

(g) Monitor and report annually on the functioning and performance of National Committees based on agreed key performance indicators;

(h) In collaboration with the division of Financial and Administrative Management (DFAM), review, analyse and assess the National Committees' annual/financial reports and audited statements of accounts;

(i) Provide input into organizational strategic planning and policy development;

(j) Prepare and implement annual office work plans in line with organizational strategic priorities, available resources and office management plans; ensure achievement of work plan objectives; monitor progress; and report on results;

(k) Monitor and supervise the Brussels office; and manage effectively and efficiently the administrative, human resources, finance and training functions of the Regional Office in accordance with all applicable rules, regulations and policies.

# IV. Headquarters

18. Through the course of MEP, the role of headquarters was clarified as one of providing overall strategic direction and guidance that reflect linkages to the United Nations system and the policy guidance of the Executive Board, with responsibility for strategic planning, advocacy and oversight for the organization as a whole. Headquarters also provides leadership in developing the global UNICEF perspective by integrating the experiences and contributions of all parts of the UNICEF system and by ensuring that the global perspective informs planning, policy development and guidelines for management and quality assurance.

## A. Office of the Executive Director

19. The Office of the Executive Director (OED) is responsible for the general direction of UNICEF operations under policy directives of the Executive Board, the Economic and Social Council and the General Assembly.

20. OED consists of the Executive Director; two Deputy Executive Directors; the Director, Change Management; the Principal Adviser; the Chief of Staff; and Professional and General Service support staff. The Deputy Executive Directors support the Executive Director in fulfilling the functions of the Executive Office, and are responsible for the supervision of division directors in New York, Copenhagen, Tokyo and Florence.

21. The accountabilities of the Executive Director are to:

(a) Guide UNICEF in the pursuit of its mission and set strategic objectives for the organization;

(b) Serve as a global advocate for children, creating a global constituency for children and advocating the objectives UNICEF seeks to achieve;

(c) Mobilize political will at the highest level to take action and/or provide resources in support of a "first call for children", implementation of the Convention on the Rights of the Child and the 20/20 initiative;

(d) Serve as the lead advocate for children within the United Nations system and maintain coordination with relevant United Nations organizations; and maintain contact

with delegations to the United Nations;

(e) Provide leadership in the planning, coordination and direction of UNICEF activities, leading organizational strategic planning and setting organizational priorities;

(f) Ensure that the organization is structured, directed and managed to fulfil its mission in accordance with all applicable rules, regulations and policies;

(g) Provide leadership in management excellence, including ensuring that accountabilities are understood, strengthened and exercised;

(h) Recommend to the Executive Board changes in, or the development of, policies as required;

(i) Recommend to the Executive Board approval of programmes of cooperation and budgets; and report on progress, key activities and organizational performance;

(j) Provide oversight and policy direction on the administration of UNICEF offices and staff, procurement and supply operations, the management of finances, communication and information;

(k) Oversee fund-raising and income-generating activities, as well as the expenditures of the organization, in conformity with Executive Board policy;

(l) Provide input and guidance to United Nations reform and ensure the implementation of the Secretary-General's reform proposals and decisions of the Administrative Committee on Coordination.

22. The accountabilities of the Deputy Executive Directors are to:

(a) Assist and support the Executive Director in the carrying out her/his accountabilities;

(b) Ensure that the authority delegated by the Executive Director to UNICEF representatives, regional directors and headquarters division directors is carried out effectively;

(c) Direct and coordinate the activities of headquarters divisions, and assist the Executive Director in matters related to UNICEF organizational effectiveness and efficiency and the management of support functions;

(d) Assist the Executive Director in developing programme policy and oversee its implementation at country, regional and global levels;

(e) Assist the Executive Director in developing the UNICEF external relations policy, primarily with respect to programme advocacy and resource mobilization, and in overseeing its implementation;

(f) Maintain liaison with United Nations organizations;

(g) Undertake special assignments on behalf of the Executive Director.

23. Various mechanisms have been established to enable OED to carry out the above-mentioned organizational management functions. These include:

(a) Global Management Team. Membership includes the Executive Director (chair), Deputy Executive Directors, regional directors, various headquarters division directors, the Chairperson of the Global Staff Association (GSA) and an additional elected staff representative. The role of the GMT is to guide strategic planning and policy development in UNICEF and advise the Executive Director on major organizational priorities, the use and allocation of resources and assessment of organizational performance. The Director, Change Management, provides secretariat support;

(b) New York Management Team (NYMT). Membership includes the Executive Director, the Deputy Executive Directors (chair), headquarters division directors, the Chairperson of the New York Staff Association (NYSA) and an additional staff representative. The NYMT is responsible for ensuring cross-functional coordination among divisions and advises on the effective and efficient operations of headquarters and implementation of headquarters' role. The Director, Change Management, provides secretariat support;

(c) Senior Staff Review Committee. Membership of the Committee includes the Executive Director; the Deputy Executive Directors (rotating chair); the Directors of DHR, EPP Division and Programme Division; and the Comptroller. Regional directors are invited to participate when they are in New York. The Committee meets monthly, or as necessary. It advises the Executive Director on appointments to representative and assistant representatives posts and to posts at the levels of D-1 and above. It also advises on the promotion, reassignment and contractual status of staff appointed to those posts. The Director of Career Management of DHR provides secretariat support;

(d) Financial Advisory Committee. The Finance Advisory Committee is chaired by the Comptroller and includes the Executive Director; the Deputy Executive Director; and the Directors of Supply Division, Programme Division and PFO. The Committee advises on the placement of funds and reviews such matters as cash flow, the selection of banks, currency restrictions and financial problem situations. It also draws on advice from outside the organization. The Comptroller provides secretariat support;

(e) Internal Audit Committee. The Internal Audit Committee is chaired by the Executive Director and includes the Executive Director; the Deputy Executive Directors; the Comptroller; and the Directors of Change Management, DHR, Programme Division, EPP Division and OIA. The Committee provides advice on internal audit strategies; approves annual audit plans; reviews all audit reports; monitors implementation of audit recommendations throughout the organization; commissions investigations; reviews investigation findings; and implements corrective and disciplinary action. The Director of OIA provides secretariat support.

## B. Office of the Secretary of the Executive Board

24. In supporting the Executive Board in carrying out its mandate as the governing body of UNICEF, the Office of the Secretary of the Executive Board (OSEB) is responsible for promoting a mutually effective relationship between the Executive Board and the UNICEF secretariat and between members of the United Nations system and UNICEF on matters relating to the Board's deliberations and actions.

25. The accountabilities of the Director of OSEB (Secretary of the Executive Board) are to:

(a) Prepare, organize, manage and service Executive Board sessions and related meetings, in consultation with the President of the Board and other members of the Bureau;

(b) Serve as the focal point for consultations and communications between the Executive Board and the secretariat, ensuring that the appropriate offices are informed of specific concerns expressed by the Board that may arise;

(c) Plan and support document preparation, establish quality standards for the preparation of Executive Board documents, and provide editorial and technical services for all documentation submitted to, or resulting from, Executive Board sessions and related meetings;

(d) Maintain a permanent record of all deliberations and decisions of the Executive Board and ensure the availability of documentation prepared for Executive Board sessions;

(e) Arrange for the participation of Executive Board members in meetings of the World Health Organization/UNICEF/United Nations Population Fund Coordinating Committee on Health and the United Nations Educational, Scientific and Cultural Organization/UNICEF Joint Committee on Education, in collaboration with Programme Division;

(f) Arrange for the annual field visits of the President and members of the Board, in collaboration with Programme Division and UNICEF representatives;

(g) Monitor and assess Executive Board/secretariat relations with the aim of building common understanding, and develop a strategic plan as a key to dialogue with the Executive Board;

(h) Provide input into organizational strategic planning and policy formulation processes, with particular emphasis on issues of interest and concern to the Executive Board;

(i) Prepare and implement annual office work plans in line with organizational strategic priorities, available resources and office management plans; ensure achievement of work plan objectives; monitor progress; and report on results;

(j) Direct and manage effectively and efficiently the administrative, human resources, finance and training functions within OSEB, in accordance with all applicable rules, regulations and policies.

## C. Office of Internal Audit

26. OIA is the principal unit for providing independent oversight within UNICEF by assessing the soundness, adequacy and application of systems, procedures and related internal controls through audit activities, in conformity with generally accepted audit standards.

27. Audit exercises encompass the following elements: a review of programme activities and financial transactions to

determine whether they are in compliance with established regulations, rules, policies, procedures and administrative instructions; and an appraisal of the operational efficiency and economy with which financial, physical and human resources are utilized.

28. The accountabilities of the Director of OIA are to:

(a) Review, evaluate and report to the Executive Director on the soundness, adequacy and application of systems, procedures and related internal controls;

(b) Identify and report on operational and programme risks, and support skills development in identifying and managing risk through the application of control self-assessment in county, regional and headquarters offices;

(c) Review the integrity, accuracy and reliability of UNICEF information systems;

(d) Monitor the implementation of audit recommendations globally and alert the Executive Director of suspected wrong-doing;

(e) Implement and supervise investigations, and recommend corrective and disciplinary action as required, ensuring due process in the resolution of disciplinary cases;

(f) Liaise with United Nations organizations and other technical organizations in the development and application of oversight policies and procedures and best practices;

(g) Provide input into organizational strategic planning and policy formulation processes;

(h) Prepare and implement annual office work plans in line with organizational strategic priorities, available resources and office management plans; ensure achievement of work plan objectives; monitor progress; and report on results;

(i) Direct and manage effectively and efficiently the administrative, human resources, finance and training functions within OIA in accordance with all applicable rules, regulations and policies.

## D. Programme Group

29. The Programme Group is comprised of Programme Division, EPP Division, the Office of Emergency Programmes (EMOPS) and the International Child Development Centre (ICDC) in Florence, Italy. It serves to guide the development of the organization's programme orientation in line with the Mission Statement and to ensure cross-divisional coordination. The Director of Programme Division coordinates the work of the Programme Group.

**Programme Division**

30. Programme Division focuses on strategic tasks that enhance and assure the quality of programmes, as well as bring coherence, synergy and added value to the programming process. The role of Programme Division is to: ensure that policies and programmes are informed by state-of-the-art knowledge; establish guidelines for programme formulation, implementation and management; develop programme performance standards; monitor global programme implementation; coordinate an organization-wide network to assess and share field experiences; and analyse and disseminate best programme practices internally and externally.

31. The accountabilities of the Director of the Programme Division are to:

(a) Provide global leadership in the formulation of programme policies and strategies based on country programme experiences and the monitoring of programme performance;

(b) Ensure that programmatic activity is informed by state-of-the-art knowledge on the main areas of UNICEF work;

(c) Establish programme polices, including policies to guide the formulation of child rights-based programmes, and monitor the quality of programme policy application;

(d) Develop programme strategies, drawing on country programme and other relevant experiences;

(e) Monitor, assess and report on UNICEF programme implementation and performance;

(f) Establish guidelines for the preparation of country offices' annual reports and carry out a global review analysing information contained in these reports;

(g) Establish guidelines for programme formulation, implementation and management;

(h) Establish and communicate programme performance standards;

(i) Recommend to the Executive Director actions to strengthen programme performance on a global and interregional basis;

(j) Ensure the maintenance and quality of the organizational Programme Knowledge Network (PKN) to document, assess and share lessons learned and best programming practices and experiences, in close cooperation with the regional offices and the EPP Division;

(k) Perform cross-regional geopolitical analysis, synthesize programme experience; and identify emerging trends and issues and their implications for children;

(l) Mobilize support for programmes and policies for children and women, in collaboration with other headquarters divisions and regional offices, particularly through the development and pursuit of major themes for global advocacy;

(m) Provide guidance and support to the development of programme management systems, e.g., the Programme Manager System, CPMPs, etc.;

(n) Provide guidance and support for the organization's resource mobilization activities, including identification of priorities for global supplementary funds for interregional programmes, and policy and technical dialogue with donor Governments, in collaboration with PFO;

(o) Provide guidance to Supply Division in determining appropriate supply requirements, product development and strategic linkages between supply and programme strategies;

(p) Assist DHR in identifying competencies required for programming and ensure substantive support for staff development and training in programme policy and procedures;

(q) Liaise with United Nations funds and programmes, specialized agencies and other technical organizations in the development and application of programme policies, strategies and procedures;

(r) Provide input into organizational strategic planning and policy formulation processes, ensuring the incorporation of programme experiences and lessons learned;

(s) Prepare and implement annual division work plans in line with organizational strategic priorities, available resources and office management plans; ensure achievement of work plan objectives; monitor progress; and report on results;

(t) Direct and manage effectively and efficiently the administrative, human resources, finance and training functions within Programme Division, in accordance with all applicable rules, regulations and policies.

**Evaluation, Policy and Planning Division**

32. The EPP Division provides technical leadership in monitoring and evaluating the effectiveness and efficiency of organizational performance; monitoring the global situation of children; ensuring that results of evaluations and studies are fed into the development of organizational policies and strategies; analysing the impact of social and economic trends and policies on children; and coordinating organizational processes for strategic planning and the development of medium-term plans for the organization.

33. The accountabilities of the Director of EPP are to:

(a) Provide leadership and coordination for effective global monitoring of the situation of children, including the development of indicators, tools, methods and standards, particularly in the realization of child rights and the goals emanating from the World Summit for Children;

(b) Maintain credible corporate databases on key social indicators; promote their use in strategic planning, policy analysis, programme design and advocacy; and assure the quality of corporate databases on the situation of children and women, in collaboration with country and regional offices;

(c) Coordinate organizational strategic planning processes and the preparation of strategic medium-term and longer-term plans, facilitate organizational priority setting, and promote linkages between organizational priorities and the allocation and management of resources;

(d) Monitor and report on organizational performance against the strategic plan;

(e) Formulate the global child rights conceptual framework to guide child rights-based programme policies and programmes and the organization's strategic plan;

(f) Develop evaluation policies, procedures and standards to ensure a rigorous and transparent approach for evaluating the effectiveness and efficiency of UNICEF-

assisted programmes and enhance organizational capacities in this area;

(g) Identify and disseminate evaluation results and lessons learned to enhance the UNICEF knowledge base and promote the use of this information to improve organizational performance;

(h) Initiate thematic and sectoral evaluations where lessons can be learned globally to inform policy development and strategy formulation;

(i) Advise on evaluation methodologies and instruments to enhance capacities for the management of the evaluation function;

(j) Build capacities to monitor and review the adequacy and appropriateness of evaluations;

(k) Liaise with United Nations funds and programmes, specialized agencies and other technical organizations in the development and application of monitoring and evaluation policies and procedures;

(l) Promote socio-economic policy analysis from a child rights perspective;

(m) Analyse global socio-economic trends and their implications for children and ensure their use to inform advocacy, policy-making and strategic planning;

(n) Analyse and disseminate relevant knowledge to influence actors (including Governments, international financial institutions, regional development banks, major donors and NGOs) and key social and economic policies in favour of children and their rights;

(o) Coordinate the clearance of organization-wide policy directives and guidelines to ensure clarity, soundness and consistency;

(p) Provide leadership in information management, including the development of quality standards, access and strategic use of information and knowledge on women and children, including management of the UNICEF library;

(q) Prepare and implement annual division work plans in line with organizational strategic priorities, available resources and office management plans; ensure achievement of work plan objectives; monitor progress; and report on results;

(r) Direct and manage effectively and efficiently the administrative, human resources, finance and training functions within EPP, in accordance with all applicable rules, regulations and policies.

**Office of Emergency Programmes**

34. Through its offices in New York and Geneva, and working in close collaboration with partners, EMOPS aims to strengthen UNICEF capacity to effectively advocate for and assist children in emergency situations and to provide policy, technical and operations support to field offices dealing with complex emergency situations.

35. The accountabilities of the Director of EMOPS are to:

(a) Develop UNICEF policies, strategies and guidelines in the humanitarian arena;

(b) Ensure UNICEF coordination with the United Nations Office for the Coordination of Humanitarian Affairs and NGOs in both humanitarian policy and operations;

(c) Monitor the impact of armed conflict and other emergencies on children, serving as the focal point for crisis forecasting and intelligence; and provide information and data for advocacy and action;

(d) Coordinate institutional support and information exchange with country offices in complex emergencies through the management of the Operations Centre as the UNICEF focal point for dealing with emergencies and crises;

(e) Establish and review funding priorities for emergency programmes and assist PFO in advocating the need for emergency funding from donors; and propose allocation of the UNICEF Emergency Programme Fund and the United Nations Central Emergency Revolving Fund loans, and manage and monitor their use;

(f) Provide technical guidance to field offices on preparedness, programme response, staff safety and security issues;

(g) Establish security policy and manage security activities for UNICEF, including gathering and analysing of incident data, and coordination with the United Nations Security Coordinator and security focal points for other United Nations agencies;

(h) Promote the formulation and implementation of

improved management operations systems and procedures required in emergency programmes;

(i) Develop capacities of UNICEF staff and partners to address the needs of children in emergencies, including training and the deployment of emergency staff;

(j) Identify, analyse and disseminate best practices in the management of emergency programme response;

(k) Establish performance standards in support of the application of humanitarian principles and codes of conduct in emergency action, and monitor the quality of emergency programme response performance;

(l) Represent UNICEF in the humanitarian community, serving as a lead advocate for child care, protection and recovery in global humanitarian actions, especially in support of the Anti-War Agenda and the Graça Machel study, and liaise with the Secretary-General's Special Adviser in Armed Conflict;

(m) Provide input into organizational strategic planning and policy formulation processes;

(n) Prepare and implement annual office work plans in line with organizational strategic priorities, available resources and office management plans; ensure achievement of work plan objectives; monitor progress; and report on results;

(o) Direct and manage effectively and efficiently the administrative, human resources, finance and training functions within EMOPS, in accordance with all applicable rules, regulations and policies.

**International Child Development Centre, Florence**

36. ICDC, referred to as the Innocenti Centre, was established in 1988 in Florence, Italy, to strengthen the capacity of UNICEF and its cooperating institutions to respond to the evolving needs of children and to promote an emerging new global ethic for children. The Centre serves as an international knowledge base and training centre working for the effective implementation of the Convention on the Rights of the Child in both developing and industrialized countries. Principle activities include policy analysis, applied research, capacity-building and training initiatives.

37. The accountabilities of the Director of ICDC are to:

(a) Act as a principal information centre, creating and supporting knowledge bases on child rights through the synthesis of information and research results into key findings, analysis of best practices and lessons learned, policy studies and case materials on key issues;

(b) Undertake research focused on the implementation of the Convention on the Rights of the Child, promoting the understanding, development and monitoring of child rights and methodologies for socio-economic policy analysis related to child rights;

(c) Carry out capacity-building activities in conjunction with the UNICEF Organizational Learning and Development Section and the United Nations Staff College in Turin, Italy, to update knowledge on priority themes;

(d) In consultation with the Division of Communication (DOC), provide quality publications, materials and databases for advocacy, information dissemination and capacity-building activities, and as inputs for UNICEF policy formulation;

(e) Collaborate with EPP and Programme Divisions on strengthening information management strategies and PKNs;

(f) Ensure the availability of ICDC staff for consulting/advisory services for the organization and cooperate with others to identify available internationally recognized expertise;

(g) Provide input into organizational strategic planning and policy formulation processes;

(h) Prepare and implement annual office work plans in line with organizational strategic priorities, available resources and office management plans; ensure achievement of work plan objectives; monitor progress; and report on results;

(i) Direct and manage effectively and efficiently the administrative, human resources, finance and training functions within ICDC in accordance with all applicable rules, regulations and policies.

## E. Division of Financial and Administrative Management

38. The role of DFAM is to safeguard the financial

resources entrusted to UNICEF for the survival, development and protection of the world's children by maintaining and improving financial and administrative management systems and procedures to ensure efficient, cost-effective and transparent utilization of these resources.

39. The accountabilities of the Comptroller, who is the Director of DFAM, are to:

(a) Create a climate of accountability for the judicious, efficient, effective and appropriate use of UNICEF financial resources for children;

(b) Advise the Executive Director in all areas of financial and administrative management;

(c) Provide financial forecasts required for organizational strategic planning;

(d) Lead the global process of budget planning, preparation and monitoring, including control and reviews;

(e) Manage UNICEF financial assets, financial planning and cash management, banking arrangements and the financial aspects of remuneration, including related entitlements;

(f) Maintain and improve financial and administrative management systems, policies and procedures;

(g) Provide technical leadership on logistical administration, travel and transportation;

(h) Establish quality standards for financial and administrative management; and monitor, report and provide feedback to regional and field offices on the quality of financial and administrative practices;

(i) Record, summarize, analyse and interpret financial information in the accounting records, and report information to various users;

(j) Serve as the authoritative source to the heads of major organizational units regarding the management of financial data to be used in dealing with donors and in the development of the broad organizational objectives that have financial implications;

(k) Serve as chairperson for the Financial Advisory Committee, the Contract Review Committee, and the Insurance and Property Survey Boards;

(l) Coordinate UNICEF relations with the United Nations Board of Auditors, the Advisory Committee on Administrative and Budgetary Questions and the Consultative Committee on Administrative Questions (Financial and Budgetary);

(m) Liaise with United Nations organizations in the development and application of financial and administrative management policies and procedures;

(n) Provide input into organizational strategic planning and policy formulation processes;

(o) Prepare and implement annual division work plans in line with organizational strategic priorities, available resources and office management plans; ensure achievement of work plan objectives; monitor progress; and report on results;

(p) Direct and manage effectively and efficiently the administrative, human resources, finance and training functions within DFAM in accordance with all applicable rules, regulations and policies.

## F. Division of Human Resources

40. DHR facilitates the effective planning and management of UNICEF human resources. It is responsible for consolidating the organization's human resources requirements and developing human resources policies and conditions of service which will attract, develop, deploy and retain staff of the highest caliber to support programme goals, priorities and objectives of UNICEF.

41. The accountabilities of the Director of DHR are to:

(a) Provide global leadership on the management of the human resources function and the implementation of human resources strategies;

(b) Advise the Executive Director on human resources matters and trends, and issues affecting staff relations;

(c) Lead and implement a career management system to deploy staff to meet current and future needs; and consolidate the forecasting of post, staffing and competency requirements;

(d) Direct and coordinate the development and implementation of UNICEF human resources policies and procedures;

(e) Establish and monitor quality standards for human resources management throughout the organization;

(f) Ensure appropriate organizational structures, job design and classification, and establish and administer appropriate conditions of service, terms of employment, benefits and allowances, subject to United Nations rules and regulations;

(g) Formulate training strategies and policies to equip staff for changing responsibilities through skills training, learning and development programmes;

(h) Provide tools for effective human resources management, including technical advice and dissemination of best practices from within UNICEF and externally; and maintain human resources information management systems to support human resources decision-making;

(i) Provide human resources services to staff in an equitable and timely fashion;

(j) Ensure due process in the resolution of grievances and discipline cases;

(k) Participate in inter-agency forums on the development of human resource policies applicable to agencies within the United Nations system; and based on organizational need, advocate for change and reform within the United Nations system;

(l) Provide input into organizational strategic planning and policy formulation processes;

(m) Prepare and implement annual division work plans in line with organizational strategic priorities, available resources and office management plans; ensure achievement of work plan objectives; monitor progress; and report on results;

(n) Direct and manage effectively and efficiently the administrative, human resources, finance and training functions within DHR in accordance with all applicable rules, regulations and policies.

## G. Supply Division

42. Supply Division aims to serve as a world-class organization, achieving rapid and relevant responses to evolving supply needs and situations facing children and families, with priority on achieving value for money. As a partner with Programme Division, Supply Division focuses attention on the supply situation facing children and families, especially the most disadvantaged, and supports appropriate action in national capacity-building. Supply Division serves as a worldwide knowledge network and authority on children's supply situation globally, in close collaboration with manufacturers, technical and funding agencies. Increasing procurement and logistics authority are being delegated to field offices within global standards set by the Division.

43. The accountabilities of the Director of Supply Division are to:

(a) Establish policies for supply, procurement and related services; and maintain appropriate systems and procedures for the efficient and effective implementation of these policies;

(b) Establish standards related to quality, delivery times and cost-effectiveness in the management of the supply function; and ensure that proper controls are in place to maintain the highest level of integrity, ethical standards and accountability;

(c) Monitor and report on the global performance of UNICEF in supply and procurement, including the quality and appropriateness of purchases made by UNICEF, by or through a Government, international or intergovernmental organization, National Committee for UNICEF, or NGO with which UNICEF cooperates in the execution of approved programmes and activities;

(d) Provide strategic input to the development of the supply component of country programmes, in addition to analytical and operational support to field offices on specification development, manufacturing, costing, standards, in-country logistics and quality assurance and global purchasing options that attain value for money;

(e) Maintain a supply database available to both UNICEF and external customers for the global analysis of product specifications, prices, sources of essential supplies, as well as for tracking specific orders;

(f) Purchase supplies for country programmes and authorize local and regional procurement of supplies for country programmes;

(g) Provide specialized expertise on essential supplies for children, making the direct link to country programme

supply and service requirements; review specifications of new and improved technologies benefiting children; and collaborate with related divisions and agencies to improve and/or develop new products for children and to seek the best sources for supplies and services;

(h) Serve as a centre of expertise on a specific range of commodities most relevant to children, including vaccines and safe injections, essential drugs, micronutrients, therapeutic food, medicinal and health supplies, water equipment, sanitation supplies, education and school supplies, and simple household technologies;

(i) Monitor the global supply and demand of these essential supplies, updating specification and quality standards, tracking sources and prices, and influencing where possible the availability of these supplies;

(j) Forecast and plan the global supply needs of UNICEF, and maintain a warehouse in Copenhagen to meet supply requests for commonly used items, both for country programmes and emergency situations;

(k) Reach long-term agreements with major manufacturers, enabling UNICEF and its partners to benefit from the best possible contractual arrangements in terms of price, quality and conditions of delivery and service for essential supplies for children and other products required by country programmes and the overall administration of UNICEF;

(l) Guide and support the building of capacities throughout UNICEF for effective procurement and logistics in support of country programmes;

(m) Cooperate closely with supply and procurement operations of other United Nations organizations, bilateral agencies, the World Bank, the European Union and NGOs;

(n) Provide input into organizational strategic planning and policy formulation processes;

(o) Prepare and implement annual division work plans in line with organizational strategic priorities, available resources and office management plans; ensure achievement of work plan objectives; monitor progress; and report on results;

(p) Direct and manage effectively and efficiently the administrative, human resources, finance and training functions within Supply Division in accordance with the all applicable rules, regulations and policies.

## H. Information Technology Division

44. The role of the Information Technology (IT) Division is to help achieve the strategic business objectives of UNICEF by enabling the integration of information technology within business processes, and by providing innovative, effective, secure and integrated business information solutions and systems to internal and external partners.

45. The accountabilities of the Director of the IT Division are to:

(a) Provide global leadership and management of UNICEF information systems applications, information technology and telecommunications/network systems and IT infrastructure;

(b) Develop short- and longer-term strategic plans to implement the organization's technology objectives globally, and maintain effective IT governance processes for determining IT priorities;

(c) Establish, monitor and regularly update organizational IT standards and policies;

(d) Establish, sustain and ensure proper definition, protection, security and management of the organization's information assets and its technology infrastructure, including effective data disaster recovery processes and systems;

(e) Develop, enhance and maintain a set of integrated management information systems (applications and databases);

(f) Provide reliable and cost-effective global network connectivity of UNICEF offices, voice and data communications and support for emergency operations, IT infrastructure and networks, including "help desk" services for headquarters and field staff;

(g) Assess and pilot a broad scope of key technologies to determine how current and leading technologies can be used to help the organization's business objectives, including the necessary staff competencies for its deployment;

(h) Establish and maintain a measurement system(s) to gauge customer and staff satisfaction with the systems, networks, services and support provided by the IT Division;

(i) Provide input into organizational strategic planning and policy formulation processes;

(j) Prepare and implement annual division work plans in line with organizational strategic priorities, available resources and office management plans; ensure achievement of work plan objectives; monitor progress; and report on results;

(k) Direct and manage effectively and efficiently the administrative, human resources, finance and training functions within the IT Division in accordance with all applicable rules, regulations and policies.

## I. Division of Communication

46. The principal role of DOC is to create a better public understanding of children's issues and generate moral and financial support for children. DOC works towards this objective by carrying out global media, information and education for development programmes and by providing technical advice and information to field offices to strengthen advocacy and fund-raising efforts.

47. The accountabilities of the Director of DOC are to:

(a) Assess public awareness, understanding of and support for the mission of UNICEF, in collaboration with PSD;

(b) Develop and implement global communication objectives and strategies to support the mission and global priorities of UNICEF using electronic broadcasting, the international news media, educational systems, model approaches, key spokespersons, exhibits and publications;

(c) Facilitate advocacy through the generation of media coverage, alliances with communication experts, establishment of new communication channels and partnerships, and audience identification;

(d) Produce flagship publications (*The State of the World's Children, The Progress of Nations*, the *UNICEF Annual Report*), in collaboration with the Programme Group;

(e) Establish standards to ensure quality, consistency and appropriateness of UNICEF messages and standards for communication materials, activities and processes;

(f) Monitor and ensure consistency and presentation of UNICEF messages going to the public and press materials with wide regional or global distribution;

(g) In collaboration with the regional offices, develop and implement strategies for building and enhancing the capacities of UNICEF staff worldwide in communication skills;

(h) Identify and disseminate up-to-date knowledge on major trends, best practices and new developments in communication media, costs, media systems and their impact on society; and identify opportunities for using the global media to support regional and country initiatives;

(i) Provide input into organizational strategic planning and policy formulation processes;

(j) Prepare and implement annual office work plans in line with organizational strategic priorities, available resources and office management plans; ensure achievement of work plan objectives; monitor progress; and report on results;

(k) Manage effectively and efficiently the administrative, human resources, finance and training functions within DOC in accordance with all applicable rules, regulations and policies.

## J. Programme Funding Office

48. PFO coordinates UNICEF relations with donor Governments through continuous liaison with their Permanent Missions and in capital cities. This also includes permanent observers to the United Nations. PFO acts as the formal liaison between donor Governments and the UNICEF secretariat regarding programme cooperation, UNICEF priorities and future needs, and assists the Executive Office in relations with Governments in industrialized countries. PFO supports the Executive Director in overall fund-raising from governmental and intergovernmental organizations.

49. The accountabilities of the Director of PFO are to:

(a) Provide policy guidance, coordination and leadership in the preparation and implementation of fund-raising strategies for increasing general resources contributions from traditional donors, intergovernmental and international civil society organizations;

(b) Coordinate UNICEF relations, policy dialogue and

advocacy towards donor Governments, maintaining continuous liaison with Governments in their capitals and with their Permanent Missions to the United Nations, as well as with permanent observers to the Organization;

(c) Provide background information to country offices concerning donor trends and prospects, advise on the establishment of supplementary funding ceilings in CPRs, and raise supplementary funds for UNICEF programmes of cooperation;

(d) Facilitate the raising of funds for emergency programmes and coordinate emergency appeals in cooperation with EMOPS and representatives from countries experiencing emergency situations;

(e) Explore and develop new modalities of funding with the international financial institutions and regional development banks, in collaboration with UNICEF regional and country offices;

(f) Develop funding targets and forecast income projections, in collaboration with Programme Division, EPP Division and DFAM;

(g) Coordinate UNICEF involvement in the annual United Nations Pledging Conference for Development Activities with the United Nations Secretariat, donor countries and field offices;

(h) Maintain up-to-date information on actual and potential donors and produce donor profiles;

(i) Monitor the funding status of all projects for supplementary funding, including the status of negotiations with donors;

(j) Ensure, together with DFAM and regional offices, UNICEF compliance with policies and procedures that govern supplementary funding and develop strategies to enhance overall contribution management within field offices;

(k) Identify, analyse and disseminate best practices in fund-raising activities and strategies;

(l) Provide input into organizational strategic planning and policy formulation processes;

(m) Prepare and implement annual division work plans in line with organizational strategic priorities, available resources and office management plans; ensure achievement of work plan objectives; monitor progress; and report on results;

(n) Direct and manage effectively and efficiently the administrative, human resources, finance and training functions within PFO in accordance with all applicable rules, regulations and policies.

## K. Private Sector Division

50. The principal role of PSD is raise funds for UNICEF from the private sector and provide leadership for local private sector fund-raising initiatives.

51. The accountabilities of the Director of PSD are to:

(a) Provide leadership for fund-raising initiatives in the private sector;

(b) Design, develop and distribute UNICEF cards, products and related sales materials worldwide; and identify product licensing opportunities;

(c) Undertake market research and analysis in support of product development and private sector fund-raising;

(d) Coordinate and manage production of key fund-raising materials for PSD partners, and provide sales, marketing and service support to sales partners;

(e) Provide training, guidance and technical support in the areas of card and product sales, private sector fund-raising, special fund-raising events and operations and finance;

(f) Provide technical and ad hoc financial support to National Committees for UNICEF and priority field offices in planning, implementing and monitoring private sector activities;

(g) Serve as focal point for the UNICEF graphic identity and corporate partnership policy guidelines;

(h) Provide input into organizational strategic planning and policy formulation processes;

(i) Prepare and implement annual division work plans in line with organizational strategic priorities, available resources and office management plans; ensure achievement of work plan objectives; monitor progress; and report on results;

(j) Direct and manage effectively and efficiently the administrative, human resources, finance and training functions within PSD in accordance with all applicable rules, regulations and policies.

## L. Office of United Nations Affairs and External Relations

52. The principal role of the Office of United Nations Affairs and External Relations (UNAERO) is to further the range of UNICEF activities through active involvement within the United Nations system and with external partners.

53. Accountabilities of the Director of UNAERO are to:

(a) Undertake, direct, coordinate and monitor UNICEF relations with United Nations inter-agency, intergovernmental and ad hoc bodies; regional commissions; international financial institutions; Geneva-based treaty bodies, in particular the Committee on the Rights of the Child and the High Commissioner for Human Rights/Centre for Human Rights; and intergovernmental organizations and other related external partners;

(b) Advise and support the UNICEF Executive Office and other divisions in the development of policy with inter-agency and other external implications and in the conduct of related activities;

(c) Monitor, advise and represent UNICEF on issues of United Nations coordination and support the Executive Director in matters related to the United Nations Development Group, the Secretary-General's Policy Coordination Committee and Executive Committees;

(d) Ensure that matters of relevance to UNICEF arising within the United Nations system are communicated and acted upon by the UNICEF secretariat;

(e) Provide input into organizational strategic planning and policy formulation processes;

(f) Prepare and implement annual division work plans in line with organizational strategic priorities, available resources and office management plans; ensure achievement of work plan objectives; monitor progress; and report on results;

(g) Direct and manage effectively and efficiently the administrative, human resources, finance and training functions within UNAERO in accordance with all applicable rules, regulations and policies.

## M. Office for Japan

54. The UNICEF Director for Japan is accountable for advocacy, fund-raising, information and supply functions for Japan, including liaison with the Japan Committee for UNICEF and NGOs.

# V. Other secretariat committees

55. The composition and functions of other UNICEF secretariat committees are shown below.

**Appointment and Placement Committees**

56. APCs were established under the provisions of United Nations Staff Rule 104.14. The Committees make recommendations to the Executive Director, or head of office in the case of local staff, in respect of the appointment of new staff to fill vacant posts, the review of contractual status at appropriate times and the placement of existing staff in vacant posts on the basis of their qualifications and performance. There are three Committees at headquarters: two deal with all international Professional staff on a global basis (one for P-4 and P-5 levels; one for P-1 to P-3 levels); and one handles General Service staff at headquarters. The membership of the Committees is decided by the Executive Director, following consultation with staff representatives. The Committees elect their own chair. Senior staff appointments (representatives, assistant representatives and D-1 and D-2 posts) are reviewed by the Senior Staff Review Committee chaired by the Executive Director.

57. At almost all UNICEF field offices, there are APCs that are established following staff consultations. They make recommendations to the heads of offices with respect to the appointment and placement of General Service and national Professional staff.

**Job classification panels**

58. Job classification panels are established in offices worldwide to review and classify posts according to the International Civil Service Commission standard for job classification, which is applied to all posts in the United Nations common system.

**Joint Consultative Committees**

59. In accordance with the provisions of United Nations Staff Regulation 8.2, Joint Consultative Committees have been established both at headquarters and at the field level. They provide for a systematic two-way channel of communication between the administration and staff on all administrative and personnel policies and practices affecting UNICEF. There are two Committees at headquarters: one deals with global matters; and the other with matters at the New York office. The Committees normally meet once a month to review policies and procedures in the area of personnel administration and management that are being developed by the administration or that are being proposed by the staff through the Executive Committee of the UNICEF GSA (or NYSA in the case of the New York office).

60. Similar consultative committees exist at all other offices, which review conditions of service, staff welfare and other issues that are of local rather than global concern. These groups comprise representatives of local staff associations or committees and the management of the office concerned.

**Ombudsperson's panels**

61. A grievance procedure has been established in UNICEF to offer the staff an informal means that they may choose to use in an attempt to conciliate disagreements between staff members, between staff members and supervisors, and between staff members and the administration, by seeking mutually acceptable solutions before resorting to formal administrative recourse procedures. This procedure provides that each office with 15 staff members or more can select its own ombudsperson(s) whose function will be to investigate complaints and to propose conciliatory means of resolution. Staff who are not satisfied with the outcome of these formal proceedings may pursue their cases through the more formal channels of the United Nations administration of justice system.

**Contract Review Committees**

62. The Contract Review Committee at headquarters reviews and approves all recommendations involving contracts of $70,000 or more to a single supplier. Contract Review Committees have also been established in field offices for local procurement, applying either the same level of $70,000 at Copenhagen; $40,000 or more at Geneva, Bangkok and New Delhi; and $20,000 or $10,000 in other offices. The members at headquarters include the Comptroller, who serves as chair, and staff members of DFAM, Programme Division and DHR. In field offices, the committees include at least three staff members not taking part in procurement.

**Insurance Survey Board**

63. The Insurance Survey Board monitors the UNICEF self-insurance scheme and approves purchases of commercial insurance when certain value limits are reached. The members include the Comptroller, who serves as chair, and the Directors of Programme Division and Supply Division, or their designates. The Manager of Operations at the UNICEF warehouse at Copenhagen serves as secretariat.

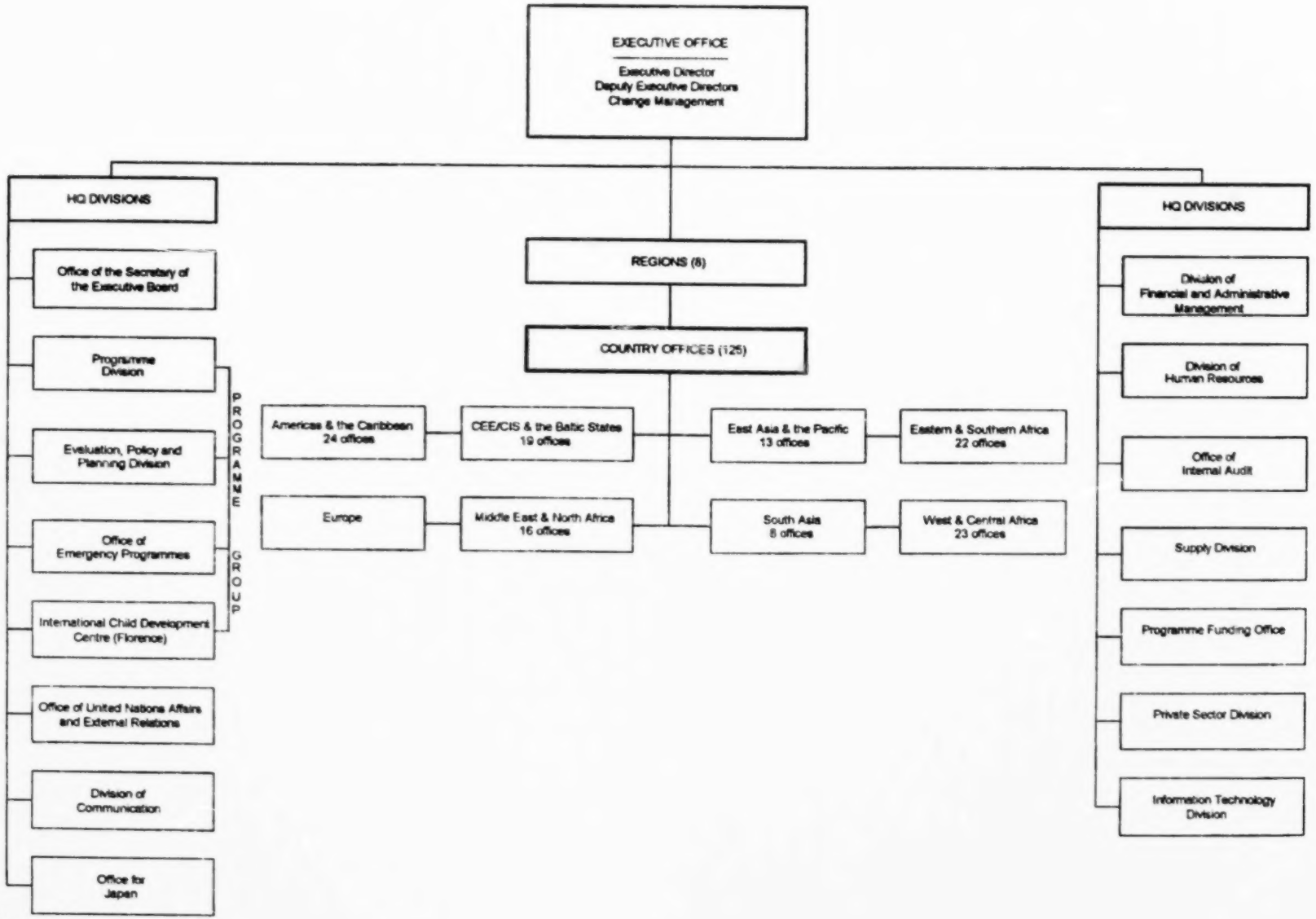
**Property Survey Board**

64. The Property Survey Board rules on the disposition, either by sale, transfer, donation or disposal of surplus, obsolete or damaged UNICEF administrative and project property.

65. At New York headquarters, the Board consists of the Comptroller (chair); the Directors of Supply Division and DHR; and the Finance Officer, who serves as the secretariat.

66. In regional and country offices, local property survey boards have been established to undertake functions corresponding to those discharged by the Property Survey Board at headquarters. These local survey boards are normally composed of a minimum of three persons. For example, in a country office, the local survey board typically consists of the UNICEF representative or the representative's deputy, as chairperson; a programme officer; and either one or both of the following staff members - the administrative and finance officer and the supply officer.

## THE ORGANIZATION OF UNICEF


EXECUTIVE OFFICE
Executive Director
Deputy Executive Directors
Change Management
HQ DIVISIONS
Office of the Secretary of the Executive Board
Programme Division
Evaluation, Policy and Planning Division
Office of Emergency Programmes
International Child Development Centre (Florence)
Office of United Nations Affairs and External Relations
Division of Communication
Office for Japan
PROGRAMME GROUP
REGIONS (8)
COUNTRY OFFICES (125)
Americas & the Caribbean 24 offices
CEE/CIS & the Baltic States 19 offices
East Asia & the Pacific 13 offices
Eastern & Southern Africa 22 offices
Europe
Middle East & North Africa 16 offices
South Asia 8 offices
West & Central Africa 23 offices
HQ DIVISIONS
Division of Financial and Administrative Management
Division of Human Resources
Office of Internal Audit
Supply Division
Programme Funding Office
Private Sector Division
Information Technology Division